



## EVALUATION OF JOB MOTIVATION AMONG MIDWIVES OF KHUZESTAN PROVINCE AND ITS RELATED FACTORS IN 2018

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### ABSTRACT

**Background and Aim:** Motivation in the workplace is an essential factor in improving the quality of the work done and the lack of it leads to a decrease in the quality of services, job dissatisfaction and consequently, dissatisfaction of organizational audience. As a major member of the health care team, midwives play key and an increasingly important role in the improvement and promotion of community health. Failure to pay attention to the motivational factors of the medical staff leads to job dissatisfaction, poor service quality, slowing down the recovery process and, finally, dissatisfaction among the service users. Therefore, to identify the factors that cause job motivation in the workplace is one of the essential things that can be involved in creating productivity and job satisfaction. The present study was conducted to evaluate the job motivation of midwives in Khuzestan province and its related factors.

**Materials and Methods:** This descriptive cross sectional study was performed on 600 midwives working in public-private hospitals and health centers in Khuzestan province. The data were collected using Herzberg's motivation-hygiene factors questionnaire, which contains 31 items and 11 components with a Likert scale of 5-points whose validity and reliability were confirmed in previous studies. The data were analyzed using SPSS version 22 via independent t-test and ANOVA at a significant level ( $p > 0.05$ ).

**Results:** the results revealed that the overall job motivation scores of midwives in the public, private hospitals and health centers were 92%, 79% and 71%, respectively, and at the desirable level and the highest job motivation score was belonged to the staff of public hospital among the three health centers. External health factors had more importance in creating job motivation than internal motivational factors. The results indicated that among the external factors, justice and non-discrimination among the employees on behalf of the authorities and the proportionate ratio of the total income received by the living needs (98%) were the most important factors and the indirect monitoring of the authorities in the workplace (34%) was the least important factor. Among the internal factors, providing adequate support from the authorities in the legal authorities was considered to be the most important factor (53.3%) and acceptance of the suggestions and opinions in decision making were among the least important factors (41.3%).

**Conclusion:** According to the results, it seems that job motivation among the midwives of Khuzestan province is at a desirable level, although more studies are recommended for reaching more definite conclusions.

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### Introduction

The success of any organization depends upon a number of factors, among which human resources are the most important and effective factor making a significant contribution in the development of affairs as well as is regarded as one of the important

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pillars of each organization [1]. However, it should be noted that other activities of the organization will not produce desirable result if the manpower is not satisfied with the job, not motivated to fulfill its tasks and has no acceptable occupational commitment. One of the major problems facing organizations today is the development of techniques and methods that have generated a willingness to work and, in other words, job motivation among the workforce employed in the organization [2].

Motivation refers to the internal force that encourages the individual to engage in a particular activity [3] and is one of the important tools for inducing employees to achieve efficient and effective results and creating a positive work environment as well as successful implementation of projected plans [4]. Motivation in the workplace is an essential factor in improving the quality of the work done and the lack of it leads to a decrease in the quality of services, job dissatisfaction and consequently, dissatisfaction of organizational audience [5].

Therefore, to identify the factors that cause job motivation in the workplace is one of the essential things that can be involved in creating productivity and job satisfaction [6]. Furthermore, our health care delivery system is currently faced with many challenges, including undesirable quality of delivered service. Low motivation of human resource is considered one of the most important challenges in undesirable quality of health care system delivery. As evidence shows, job incentives, encouragement, punishment, and praise for doing good work have not been received much attention in hospital centers. According to the results of a study in Iran, the nurses' job motivation score was evaluated at a moderate level [5].

As a major member of the health care team, midwives play key and an increasingly important role in the improvement and promotion of community health [7]. Failure to pay attention to the motivational factors of the medical staff leads to job dissatisfaction, poor service quality, slowing down the recovery process and, and ultimately dissatisfaction with the users of the service [8]. Herzberg's Two Factor Theory is one of the motivation theories. According to Herzberg's theory, motivation is influenced by motivator and hygiene factors. Motivators are described as factors arising from doing work resulting in person's satisfaction, while the hygiene or external factors primarily focus on maintaining healthy organizational structure and are related with the occupational environment and context as well as secure employee adherence to organizations [9]. According to the initial assessment of an evolutionary theory of motivation developed, money has been shown to be only a component of the motivation to stay and enjoy a job and some incentives including working conditions, security and probably supervisory practices have been ranked as the next motivating factors [10].

In the research carried out at Qazvin teaching hospitals, adequate salaries and benefits, suitable work conditions and job security were the first three important job motivators, and participation and involvement in the affairs have been ranked the next factors in the creation of job motivation from the perspective of employees [11]. In the study by Bakhshie et al., regarding the factors affecting job motivation of faculty members, it was found that 81% of faculty members have considered external factors as the affecting factor of job motivation and 72% of them have considered internal factors as the affecting factor of job motivation. Salary, job security, work environment conditions, communication with others, supervision, guidelines and policy governing workplace had the highest importance among the external factors and nature of work, knowledge and appreciation of individuals, job progression and development as well as career success had the highest impact among the internal factors, respectively [12].

In addition, Franco has studied the factors affecting the motivation of health workers in two hospitals in the United States and concluded that feeling of pride, efficiency, integrity in management and job security are considered as the most important motivational factors and financial and non-financial incentives are also recognized as the most important factors [13].

According to the above descriptions and previous studies, the recognition of motivational and hygiene factors of employees is one of the necessities that can be useful in increasing productivity, job satisfaction and successful planning in the workplace [14]. Therefore, understanding the main factors influencing occupational motivation in midwives is of particular importance as an effective component of health systems for providing services for mothers and children as two vulnerable groups. This is because lack of paying attention to this principle will cause dissatisfaction, an increase in the error rate, and thus a reduction in the quality care to patients. Moreover, a review of literature suggests that there have been no studies regarding the job motivation in midwives in Khuzestan province, and also since motivation is a major factor contributing to performance; therefore, this study was aimed to examine the job motivation in midwives of Khuzestan province and related factors in 2018.

## **Materials and Methods**

This is a descriptive cross sectional study (with the code number IRAJUMS.REC.1396.492). The statistical population consisted of midwives working in public-private hospitals and health centers in Khuzestan province. The inclusion criteria were: more than one year of work experience, the willingness to participate in the study. Exclusion criteria were leave without pay, maternity and parental leave, long-term sick leave, unpleasant events in the past 6 months.

The statistical population consisted of 600 midwives working in public-private hospitals and health centers in Khuzestan province selected based on the Cochran formula.

The data collection tool was a demographic form (age, educational level, work experience, type of employment, work shift, marital status, organizational status, job satisfaction, university type, marital status, average number of clients per work shift, minimum number of overtime work per month, place of residence and income).

The scientific validity of the questionnaire was evaluated using the content validity method and the opinion of the professors. Herzberg Job Motivation Questionnaire consists of 31 items based on Herzberg's two-factor theory and according to internal

(mental) and external (hygiene) motivation factors. All items were rated on an 11-point rating scale, ranging from Extremely important. 2. Moderately important. 3. Slightly important. 4. Neither important nor unimportant. Due to the frequency of choosing the importance for each five internal (mental) and six external (hygiene) factors, each phrase was categorized within one class as very important and important as well as neither important nor unimportant. In addition, each item was measured on 4 point rating scale: from 1, corresponding to unimportant, to 4, corresponding to extremely important. The average and standard deviation of each item were calculated and groups were compared using chi-square test. The validity and reliability of the questionnaire have been evaluated by Bakhshie et al., and the reliability of the questionnaire has been calculated 92% using Cronbach's alpha [14]. In another study, Azizadeh and colleagues assessed the validity of the questionnaire by using the opinion of the professors and experts and the validity coefficient for each item was computed between 71% and 96%, and the reliability of the questionnaire for internal and external factors was obtained 96 % and 98% using Cronbach's alpha, respectively [15].

After gaining the ethical approval by an Ethics Committee (1396, 492) and receiving the permission of Ahvaz University of Medical Science authorities, a reference letter was submitted to the head of hospitals, nursing directors and unit authorities for sampling. The researcher then referred to the hospitals at fixed work schedules and different days each week and samples were selected based on the inclusion criteria. The subjects saw the reference letter. After explaining the aims of the study and ensuring the privacy of participants and to maintain the confidentiality of the data as well as completing the consent form, Herzberg's motivation and hygiene factors and demographic characteristics questionnaires were provided for the subjects. The questionnaires were distributed among eligible midwives in the early hours of shift work (morning-evening-night) and by taking into account the free time of staff. To answer the questionnaires, the participants were guided to go to the staff room with the assistance of shift coordinator and other colleagues. The researcher was present when the questionnaires were completed and they were collected after an hour. Two descriptive and inferential statistics were used to analyze the data.

The demographic variables of the research including age, gender, work experience, etc. were presented firstly using descriptive statistics. Then, tables and data analysis using SPSS software version 22 were presented. In addition, ANOVA, independent t-test and t-test were used to examine the relationship between some demographic variables and different dimensions of the questionnaire. In all tests, the significant difference was set to  $P < 0.05$ .

## Results

The results of this study showed that the majority of midwives aged 25 to 30 years and were childless. 44.5% of participants had 5-10 years' work experience and fairly satisfied with their job (64.16%). In terms of visits per work shift, the majority of participants (88.16%) had 1-20 referrals per work shift. The economic status of subjects (68.7%) was at a moderate level and had contractual employment (39.7%). (63.3%) of the participants were married and most of the subjects (77.2%) had a bachelor's degree and (51.8%) were served as supervisor. Furthermore, the majority of subjects (81.7%) were living in the city. (52.0%) of the subjects had a graduate degree from public university and (83.2%) had overtime work and were working the swing shift. Independent t-test results revealed a statistically significant relationship between place of residence, university type, overtime work and shift work ( $p < 0.001$ ) with internal and external factors of job motivation. ANOVA test showed a significant relationship between employment status and place of employment ( $p < 0.001$ ) with external factors of job motivation and contracting employees had higher motivation level than other employees. It was also found that the overall job motivation scores of midwives in the public, private hospitals and health centers were 92%, 79% and 71%, respectively, and at the desirable level and the highest job motivation score was belonged to the staff of public hospital among the three health centers. External health factors had more importance in creating job motivation than internal motivational factors. The results indicated that among the external factors, justice and non-discrimination among the employees on behalf of the authorities and the proportionate ratio of the total income received by the living needs (98%) were the most important factors and the indirect monitoring of the authorities in the workplace (34%) was the least important factor. Among the internal factors, providing adequate support from the authorities in the legal authorities was considered to be the most important factor (53.3%) and acceptance of the suggestions and opinions in decision making were among the least important factors (41.3%).

**Table 1.** Demographic characteristics

Variable	Classification	Frequency	Percent
Age	5> year	192	32
	5-10	267	44.5
	10-15	119	19.8
	15-20	22	3.7
Educational degree	Associate degree	76	12.7
	Bachelor	463	77.2
	Master of science	57	9.5
	Ph.D.	4	0.7
Employment status	Conscription law	130	21.7
	Temporary	118	18.8
	Contractual	238	39.7
		114	19.7
Overtime work	Yes	499	83.2
	No	101	16.8
University type	Azad	288	47.3
	State	312	52
Marital status	Married	380	63.3
	Single	201	33.5
	Divorced	19	3.1
Place of residence	City	490	81.7
	Village	110	18.3
Economic status	Weak	28	4.5
	Moderate	412	68.7
	Good	160	26.7

**Table 2.** Status of internal factors of job motivation based on the ranking

Internal factors	Score	Number (percent)
Weak	9-18	65(10.8)
Moderate	19-27	397(66.1)
Good	28-36	139(23.1)

**Table 3.** Status of external factors of job motivation based on the ranking

External factors	Score	Frequency (percent)
Weak	22-44	65(4.0)
Moderate	45-66	263(43.8)
Good	67-88	314(52.2)

**Table 4.** Comparison of job motivation by place of service

Place of service	Weak (percent) number	Moderate (percent) number	Good (percent) number
Public hospital	(3) 1	23(7.7)	276(92)
Health center	(0) 0	58(29)	142(71)
Private hospital	(0)0	21(21)	79(79)

**Table 5.** The order of importance of external factors of job motivation in midwives of Khuzestan province

Items	(Percent) number
1. Observance of justice and non-discrimination among employees by the authorities	599(99.8)
2. Physical conditions of the workplace (light, sound, pollution, etc.)	599(99.8)
3. The proportionate rate of received salary to living needs	496(82.7)
4. The proportionate rate of received salary to the amount and type of work	478(79.8)
5. The suitability of the benefits received (the right to be excluded from the office) with the amount of activity	438(73)
6. Occupational Stability (Occupational Safety)	426(71)

7. Adequate facilities for retirement insurance	408(68)
8. Adequate facilities for preventing occupational accidents	385(64.2)
9. Clear rules and regulations	360(60)
10. The availability of equipment and facilities for proper operation	352(58.7)
11. Ways of communicating authorities with employees	388(56.3)
12. The availability of amenities	334(55.7)
13. Appropriate and clear conditions for encouragement and punishment	324(54)
14. Ways of communicating managers with employees	323(53.8)
15. Appropriate expectations of authorities from employees	321(53.5)
16. Ways of communicating with other employees	313(52.2)
17. Ways of communicating colleagues with each other	284(47.3)
18. Easy access to the authorities when needed	260(43.3)
19. Ways of direct supervision of authorities on employee's work	220(36.7)
20. Supervisory and guidance style of authorities	215(35.8)
21. The way the authorities evaluate your work	209(34.5)
22. The way in which officials are indirectly supervised in their work	206(34.3)

**Table 6.** The order of importance of internal factors of job motivation

Items	(Percent) number
23. Sufficient support of authorities from you in the law enforcement agencies	320(53.3)
24. The possibility for occupational promotion	298(49.7)
25. Officials feel responsible for professional problems	296(49.3)
26. Existence of freedom of expression and responsibility	288(48)
27. The possibility of pursuing study	286(47.7)
28. Receiving appreciation and spiritual reward in the event of a valuable performance by the authorities	264(44)
29. Appreciation from colleagues due to the presentation of valuable work.	256(42.7)
30. Direct intervention in the treatment and care of patients	253(42.2)
31. Accepting your suggestions and comments on making decisions	248(41.3)

## Discussion

This descriptive cross sectional study was aimed to evaluate job motivation among midwives of Khuzestan province and its related factors. According to the results of the present study, there was no statistically significant relationship between age and internal factors of job motivation ( $p = 0.648$ ). There is a significant and direct correlation between age and external motivation factors ( $p = 0.035$ ). The findings of study by Bakhshie et al. (2004) suggested an improvement in the importance of external factors with increasing age from the viewpoint of faculty members (12), which is consistent with the results of present study. In addition, the results of the study by Dalir et al. (2011) showed that increasing age leads to a decrease in the levels of internal motivation of students [15]. This discrepancy in results may be due to the different statistical populations studied. According to statistical findings, no significant relationship was observed between marital status and internal ( $30.22 \pm 5.6393$ ) and external ( $76.4395 \pm 9.3984$ ) factors ( $p = 0.341$ ). Azizadeh et al. (1990) also did not report a significant relationship between the motivation score and the choice of midwifery and marital status [16].

Findings of Sadeghifar et al. (1394) did not suggest a meaningful relationship between marriage and job motivation that was consistent with the results of this study [1]. Valizadeh and colleagues (2007) have shown in the results of their study that the married people had a higher level of motivation and there was a significant relationship between internal factors and marital status [17].

Due to their age and professional backgrounds, married people are better able to adapt to their environment, have higher job security, more freedom of expression, a greater sense of belonging to the work environment, and have intimate relationships with colleagues. These conditions may result from the fact that married people experience less stress and tension due to the mental and spiritual support of their spouses. According to the results, there was no significant relationship between the educational level and the internal motivation factors ( $30.1814 \pm 5.7749$ ) ( $p = 0.172$ ). There is also no significant relationship between the external factors of job motivation ( $76.8359 \pm 8/94978$ ) and educational level ( $p = 0.162$ ). There was no meaningful and direct relationship between the variables of education and motivation in the study by Sadeghifar and colleagues (2016) (1).

Mahmoudi et al. (2007) found no significant relationship between educational level and motivational factors [18]. Alaeinejad (1990) found in his study that educational level has a positive impact on the general attitude of nurses and improved attitudes toward nursing professions and responsibilities and increased motivation level in the master's degree. This can be due to higher

job position and security, increased salaries and benefits, greater participation in educational and research activities, and close cooperation with hospital and university officials and membership in various committees, and so on. The difference between the results may be attributed to the lower educational level in the population studied. No significant relationship was found between external factors of job motivation and relative satisfaction ( $p = 0.972$ ).

The results of study by Nourbakhsh et al. (2004) showed a significant correlation between satisfaction and job dissatisfaction with internal and external factors. Also, a significant difference was observed between the internal and external factors of female and male subjects [20]. Our findings suggest the significant impact of internal, external factors and gender on job satisfaction. The discrepancy between the results of our analyses and the results of the analyses reported by Nourbakhsh may be explained by the different gender of participants in both studies. Findings of the present study showed no significant statistical correlation between work experience and internal motivation factors ( $p = 0.564$ ). There was also a significant and direct association between external motivational factors and work experience ( $p = 0/543$ ). No statistically significant relationship was found between work experience and job motivation in Joudat et al. study (2013) ( $p = 0.8$ ) [5]. The results of the study by Mahmoodi and colleagues (2007) indicated a meaningful statistical correlation between work experience and motivational factors ( $p = 0.3$ ) [18]. In the study conducted by Vallie et al. (2007), there was only a statistically significant relationship between work experience and psychological factors [17]. Based on the findings of this study, obtaining a higher score for psychosocial factors in people with more than 10 years of work experience can be attributed to different reasons including job security, holding higher-level position than newcomers, having a decision making position, and the like. This suggests that increasing work experience and holding different positions would lead to an increase in individual experience and, consequently, improve the quality of practical tasks. The reason for the lack of relation between the internal and external factors of job motivation with work experience can be attributed to the low average work experience of participants in the present study as well as the different characteristics of subjects in terms of occupational conditions and privileges, salaries and benefits and adoption of different policies by hospitals. The job motivation score of midwives in this study was evaluated at a desirable level which was in line with the results of Ayash et al., study (2011), on nurses working in the European hospitals of Gaza.

The motivation levels of nurses working in Hamadan hospitals was also assessed at a desirable level in Sadeghifar et al. study (2004) [1]. The overall average score of nurse's job motivation in the study by Judat et al. (2013) was measured ( $2.9 \pm 0.5$ ) [5]. The findings of the study by Larijani et al. (2005) on the nurses working in the internal-surgical wards of Tehran hospitals showed low level of nurses' motivation which was not in agreement with the results of the present study [22]. This inconsistency in the results can be due to the different cultural, spatial and temporal conditions in research environments.

The results of this study showed that external factors are more important than the internal factors among midwives. Overall, "adequate support from authorities in law enforcement agencies, the possibility of occupational promotion in the profession", the responsibility of officials in relation to professional problems, freedom of expression and responsibility, were of the utmost importance among internal factors, respectively. And "observance of justice and non-discrimination between employees by the authorities", physical working conditions, "income received in accordance with the living needs", the proportionate rate of salary received in accordance with the amount and type of work "had the highest significance among the external factors, respectively. Although in study by Bakhshie et al., (2005), the nature of work as the most important factor of internal motivation and appreciation ranked in the second place, which was not consistent with the results of our study, 81% of the faculty members identified the external, and 72% internal factors as the influencing factors in creating job motivation that is consistent with the results of this study.

Differences in the importance of job motivation factors in various studies can be attributed to different sample volumes in the economic, social, cultural, and temporal situations [12]. In a research on nurses and staff in hospitals in Cyprus, Lambrou et al. (2010) showed that success, relationship with colleagues and reputation were the major motivating factors in terms of importance. In the study by Kontodimopoulos et al. (2009) on health care providers in hospitals in Greece, the relationship with colleagues and salary have been recognized as the main motive factors [24].

In the majority of studies, the nature of work and communication with colleagues have been described as important factors in motivation which were not consistent with the findings of the present study [25]. One of the limitations of this study was the existence of differences in the individual, cultural characteristics and the rules and policies of the employee's work environment that are beyond the control of researcher and can affect the outcome of the study.

## Conclusion

According to the results, it seems that job motivation among the midwives of Khuzestan province is at a desirable level, although more studies are recommended for reaching more definite conclusions.

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